

# MONITORING PLANS

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## Housing

The City of Cambridge intends to use the existing housing delivery system to achieve its production and service goals. While this will include managing some in-house programs, many programs and services will be contracted out to sub-grantees. For specific development projects, funds will be allocated to eligible projects on a competitive basis. Cambridge has had a very successful history of managing housing programs in this way.

The City monitors housing rehabilitation, new construction activity and all other community development activity carried out by sub-recipients on an annual monitoring schedule created to ensure strict compliance with applicable HUD laws, regulations and program guidelines. The monitoring process also includes an ongoing review of production levels as benchmarked in the Five-Year Consolidated Plan.

On a regular basis, the City reviews applications for specific project funding, reviewing all available funds against the needs of projects in the pipeline. This is in addition to reviewing project feasibility, providing technical assistance, and monitoring the progress of projects under construction on an on-going basis.

On a monthly basis, the City reviews all sub-grantee operating expenses by examining bills and supporting documentation for monthly program expenditures, including administrative and construction costs.

Quarterly, the City comprehensively reviews sub-recipient performance levels; reviews overall performance against goals, as well as analyze consolidated budget statements.

Annually, the City conducts regular ongoing site visits as well as program and tenant file monitoring of the Home Improvement Program, Home Ownership Program, units funded through the HOME Program, Community Development Block Grant, and other federally funded programs to ensure compliance with program goals and federal regulations.

Property Inspections are built into our service delivery system and is conducted as prescribed by HUD. Properties are closely monitored beginning at the time funds are committed to the completion of construction or rehabilitation, with monitorings that follow in subsequent years. Each year the Housing Division conducts property inspections on 10% to 15% of the units in its affordable housing stock using the schedule below:

### Property Inspection Schedule:

- Every 3 years for projects with 1-4 units
- Every 2 years for projects with 5-25 units
- Annually for projects with 26 or more units

## **Economic Development**

The City of Cambridge Economic Development Division has as its Objectives: #1 - Cultivate a supportive environment for entrepreneurship; and #2 – Sustain a diverse array of employment opportunities for Neighborhood Revitalization Strategy area residents.

The current Block Grant funded strategies to achieve these Objectives are the support of nonprofits as sub-recipients and contractors.

The City plans to conduct an on-site monitoring assessment of the program activities of the sub-recipient on a set, periodic basis (2 times a year) in order to ensure strict compliance with economic development program guidelines. The program assessment will look at the sub-recipient's progress in meeting objectives, in meeting set goals, it's reporting compliance with regard to timeliness and accuracy and whether required documentation is on file, all requirements set forth in the sub-recipient agreement between the City and the sub-recipient.

On an annual basis, the City will receive and review within 45 days of completion, a full copy of the sub-recipient's annual audit with management letter, if performed.

On a quarterly basis, the City will review copies of marketing materials for all programs and activities and a distribution list for same, a progress report on pre-development outreach activities, and all pertinent records including: copies of signed family income certification forms, a schedule of programs commenced in the quarter, copies of staff time sheets and a financial report of expenditures per Block Grant funded program.

On a monthly basis, the City will review all sub-recipient personnel and non-personnel operating expenses by examining invoices and supporting documentation for monthly program expenditures, outreach and general and administrative expenditures, as well as program income, if any.

A current Block Grant funded initiative to achieve Goal 5 of the City's Economic Development Policy: "Promote a real estate market which offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges" and the sub-goal 5.3: "Maintain thriving commercial districts", is the Best Retail Practices Program. The City has entered into a contractual agreement with an expert consultant to provide services for this program. The program provides, 2 times a year, a workshop and individual store design consultation services to low-mod income micro enterprises that are retailers, restaurateurs and storefront services businesses in the City. Best Retail Practices is managed in-house and all required documentation from the participants is retained in-house.

The City actively participates in the distribution of services provided to the participants of this program. The City does the advertising and marketing the program to eligible Cambridge businesses, sponsors and participates in the workshop as an outreach activity,

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reviews, accepts and keeps on file the original applications (family income certification forms), sets up and accompanies the consultant on the individual consultations. The City monitors the number of participants to whom the consultant provides services.

The City also monitors the receipt of post-consultation written reports from the consultants to the participants, making sure that they are received in accordance with a pre-set schedule outlined in the contract. The City distributes the reports to the participants.

On a monthly basis, the City reviews all itemized invoices presented for payment on a percent complete basis by the consultant to assure their accuracy with respect to charges for performance under their contract with the City.